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RESEARCH REPORT SRR 72-2

AUGUST 1971

**DEVELOPMENT OF A JOB TASK INVENTORY FOR
COMMANDING OFFICERS OF AMPHIBIOUS SHIPS**

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<p>This research demonstrates that a high level line officer position, in this case the CO of an amphibious ship, can be defined in terms of a task inventory. This brings together in one well-organized reference the numerous requirements from many sources which affect and regulate this position. It will be used as a basis for revision of the PCO/PXO course at the Naval Amphibious School Coronado. It is recommended that task inventories should be developed for all officer positions on all ship types and used as a basis for the development of a training system compatible with other personnel management systems.</p>			

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SUMMARY AND CONCLUSIONS

Problem

It has been amply demonstrated that training courses can be vastly improved if revision is based on an adequate identification of the job tasks. The identification of job tasks for complex positions is very difficult. The present research was undertaken to determine whether the amphibious ship CO position could be defined in terms of a task inventory, which then could serve as the basis for a revision of the PCO/PXO course at the Naval Amphibious School Coronado.

Background and Requirements

The NPTRL job training course design procedure has been effectively applied to technical skills and to lower level line officer duties. An invitation to NPTRL to assist the Naval Amphibious School Coronado in revising the Type Commander Amphibious Command Orientation Course [for officers ordered to amphibious ships as prospective commanding officers (PCOs) and prospective executive officers (PXOs)] provided the opportunity to develop a task inventory for training purposes for a more complex, higher level position.

Approach

Following the NPTRL procedure, a group of senior officers with amphibious ship command experience specified the Level I duties for an amphibious ship CO. The tasks falling under each of these high level tasks were then specified by one individual. Subsequent versions of the Task Inventory were reviewed and revised until the Inventory adequately represented the CO job.

Findings

The Amphibious Ship CO Task Inventory contains 5 Level I tasks which are: 1.0 Commands operation of amphibious ship; 2.0 Maintains combat readiness; 3.0 Directs the general administration of the ship; 4.0 Assumes command; and 5.0 Relinquishes command. Each of these sections is broken down into hierarchical lists of tasks until the lowest level of specificity required is reached. The Inventory contains 561 tasks.

Conclusions

1. A task inventory can be constructed for a complex, command position. (page 7)
2. The CO Task Inventory constructed brings together in one well-organized reference the numerous requirements from many sources which affect and regulate the job. (page 2)

3. With some modification for mission, the Amphibious CO Task Inventory would be applicable to the CO position on other ship types. (page 8)

Recommendations

1. A start toward a much needed integration of the officer training system should be made by developing task inventories for all officer positions, by ship type, by the method developed by NPTRL (Rundquist, 1970). (page 8)
2. The Amphibious Ship CO Task Inventory should be made the basis for revision of the PCO/PXO course at the Naval Amphibious School Coronado. (This recommendation has been adopted.) (pages 7 and 8)

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DEVELOPMENT OF A JOB TASK INVENTORY FOR COMMANDING OFFICERS OF AMPHIBIOUS SHIPS

A. Statement of the Problem

1. Background

A job training course design procedure has been developed by the Naval Personnel and Training Research Laboratory (NPTRL) (Rundquist, 1970). This procedure emphasizes the development of a list of job tasks (called a task inventory) as the key to the design of an effective training course. These job tasks serve as the source of the training tasks or action elements of learning objectives.

In the process of applying the NPTRL procedure, task inventories have been developed for training purposes for technical skills and lower level line officer duties. An invitation to NPTRL to assist the Naval Amphibious School Coronado in revising the Type Commander Amphibious Command Orientation Course [for officers ordered to amphibious ships as prospective commanding officers (PCOs) and prospective executive officers (PXOs)] provided an opportunity to test the possibility of developing a task inventory for the amphibious ship commanding officer (CO). If one could be developed for this complex position, the NPTRL course design procedure could be extended Navy-wide.

2. Purpose

The present exploratory development was undertaken to assess whether or not a high level, complex naval job (i.e., commanding officer of an amphibious ship) could be successfully defined in terms of a task inventory, which then could serve as the basis for revising the PCO/PXO course at the Naval Amphibious School Coronado.

B. Method

In course design methodology, the task inventory functions both to derive the action elements of learning objectives (i.e., what the job incumbent must do) and serves as a check-off list for ensuring inclusion of necessary training in the curriculum. The quality of the task inventory directly affects the content and coverage of the course; therefore, it is considered essential that great care be taken in its development.

The first step in developing a task inventory is to decide on the broad tasks (termed "Level I tasks") which add up to accomplishment of the duty assignment. These Level I tasks are determined by a group of "expert" job incumbents (or former incumbents). Once determined, these Level I tasks establish the general organization which facilitates the logical analysis of tasks which come under each broad, Level I task.

One well-experienced, successful individual who has or presently holds the job in question then specifies the tasks falling under the Level I tasks. In specifying the job tasks, the individual keeps in mind the question, "What must the job incumbent do to perform this task?" He continues this questioning until he defines tasks to a level of specificity where no further clarification is required. The individual is encouraged to use any and all assistance or resources available to him in defining the total job.

In developing the Task Inventory for the CO, a diversity of Navy regulations and requirements were encountered which affect the CO's job. These regulations define in broad outline the powers and the responsibilities of the CO, as they do for department heads, engineers, navigators, etc. Some responsibilities are very specific; however, most do not state what precisely the CO must do. Further responsibilities and requirements of the CO come from the Bureau of Naval Personnel Manual, Ship's Organization and Regulations Manual, Amphibious Battle Readiness Manual, Type Commander directives, OPNAV directives, SECNAV directives, SECDEF directives, etc. Many of these are specific in that they tell the CO what he must do, but the diversity and number of inputs affecting the CO's job complicated greatly the development of the Task Inventory--not to mention the job itself. One major value of this Task Inventory is that it ties all of these diverse inputs into one unified structure. Where a particular duty was spelled out in sufficient detail by one of the above indicated sources, the appropriate task in the Inventory includes reference to the specific document. The completed product was subsequently reviewed by other qualified individuals and changes and additions were made.

As is generally the case for complex duty assignments, the development of the Task Inventory for COs of Amphibious Ships required several iterations before the present one (contained in Appendix A) was completed.

C. Results

1. CO Task Inventory Iterations

Early versions of the CO Task Inventory included up to 10 Level I tasks and included over 1,000 subordinate, lower level tasks. Many of the lower level tasks, however, were duplicates of others in various sections. The present version has 5 Level I tasks with a total of 561 tasks, and there is very little redundancy. The reduction in number and redundancy stems from the more logical structure of the high level tasks. For example, in the earlier version, sections 5.0 (Serves as CO Under Independent Steaming), 6.0 (Serves as CO During Formation Steaming), and 7.0 (Serves as CO During Multiship Underway Replenishment Operations) all dealt with operating the ship underway. In the final version, subsection 1.2 (Directs ship's operation) covers the same four sections but eliminates the duplication of many lower level tasks. Table 1 provides a comparison of the Level I tasks in the earlier and the present versions.

TABLE 1

CO Task Inventory Comparison of Level I Tasks

Early Version	Present Version
1.0 Prepares to Assume Command	1.0 Commands operation of amphibious ship
2.0 Assumes Command	2.0 Maintains combat readiness
3.0 Administers Ship	3.0 Directs the general administration of the ship
4.0 Serves as CO While in Port	4.0 Assumes command
5.0 Serves as CO Under Independent Steaming	5.0 Relinquishes command
6.0 Serves as CO During Formation Steaming	
7.0 Serves as CO During Multiship Underway Replenishment Operations	
8.0 Serves as CO During Amphibious Assault Operations	
9.0 Serves as CO During Overhaul	
10.0 Relinquishes Command	

The present version of the CO Task Inventory has been reviewed by many senior naval officers having amphibious ship command experience. All felt it was a reasonable representation of the duties of an amphibious ship CO.

2. CO Task Inventory

a. Task 1.0. Level I task 1.0, "Commands operation of amphibious ship," encompasses the direction of all steaming tasks, all special operational events, such as at-sea training exercises, and the monitoring and evaluation of the performance of all departments, special teams, and individuals as these operations are being performed. Table 2 gives the Level II tasks derived from task 1.0; Table 3 lists the Level III tasks derived from task 1.2. These tables illustrate how higher level tasks are analyzed into smaller and smaller tasks until the smallest task required is reached. For example, task 1.2.5.4.1.3, "Directs First Lieutenant in positioning of lines, brow, etc.," a Level VI task, is the lowest level of task specified under Level III task 1.2.5, "Directs ship's operations during entry to port." The Task Inventory, thus, consists of several hierarchial lists of tasks required on a job.

TABLE 2

Level II Tasks Under Section 1.0 of
Amphibious Ship CO Task Inventory

1.0	Commands operation of amphibious ship
1.1	Reviews plans and procedures necessary to carry out mission and directs changes as required by events
1.2	Directs ship's operation
1.3	Commands ship in an amphibious assault
(Total of 261 tasks in section 1.0, or 46% of the tasks in the Inventory)	

TABLE 3

Level III Tasks Under Section 1.2 of
Amphibious Ship CO Task Inventory

1.2	Directs ship's operation
1.2.1	Directs ship departing berth
1.2.2	Directs ship transiting restricted waters
1.2.3	Directs ship's operations in unrestricted waters
1.2.4	Directs ship's operations in all emergency situations
1.2.5	Directs ship's operations during entry to port

It will be noted that there are 261 tasks within section 1.0. This constitutes 46% of the tasks in the Task Inventory and indicates the heavy emphasis placed on operations in the CO duty. The complete Task Inventory is contained in Appendix A.

b. Task 2.0. Level I task 2.0, "Maintains combat readiness," encompasses the direction of all tasks pertaining to achieving personnel, material, and logistical readiness, and the monitoring and evaluation of individuals and teams in the performance of combat tasks and in the tasks supporting them. The choice of the training and the exercises are based on evaluations made under task 1.0. Thus, task 2.0 is concerned with doing what is required to carry out task 1.0.

Tables 4 and 5 illustrate the Level II and Level III tasks in 2.0. It will be noted that there are 129 tasks in section 2.0, which constitute 23% of the Inventory.

TABLE 4

Level II Tasks Under Section 2.0 of
Amphibious Ship CO Task Inventory

2.0	Maintains combat readiness
2.1	Maintains operational readiness
2.2	Maintains material readiness
2.3	Maintains logistical readiness
(Total of 129 tasks in section 2.0, or 23% of the tasks in the Inventory)	

TABLE 5

Level III Tasks Under Section 2.3 of
Amphibious Ship CO Task Inventory

2.3	Maintains logistical readiness
2.3.1	Closely checks on the administration of the ship's operating target
2.3.2	Ensures ship's readiness to take on supplies via UNREP, INREP, BOATREP, VERT REP. Utilizes these methods of replenishment wherever possible
2.3.3	Monitors levels of spare parts, consumables, provisions, POL, and ammunition IAW directives of operational and administrative commanders
2.3.4	Evaluates ship's logistical readiness and orders corrective action when necessary. Corrective action may involve training of personnel, ordering of appropriate logistics, requests to BUPERS or EPDOPAC for trained personnel of required pay grade, etc

c. Task 3.0. Level I task 3.0, "Directs the general administration of the ship," involves supporting tasks which encompass personnel administrative policies, procedures and organization, morale, habitation, public affairs, and services provided to the crew. Table 6 presents the Level II tasks under 3.0. This section includes 99 tasks, or 18% of the Inventory.

TABLE 6

Level II Tasks Under Section 3.0 of
Amphibious Ship CO Task Inventory

3.0	Directs the general administration of the ship
3.1	Monitors personnel administration
3.2	Ensures proper morale of ship is maintained
3.3	Monitors hotel services
3.4	Monitors ship's administrative office functions
3.5	Monitors public affairs program
3.6	Evaluates ship's internal administrative organization from a management point of view to ensure that the ship's administration is functioning effectively and efficiently and directs corrective action
(Total of 99 tasks in this section, or 18% of the tasks in the Inventory)	

d. Task 4.0. Level I task 4.0, "Assumes command," encompasses CO tasks involving preparation, including self-training, reviewing ship's characteristics and inspecting and evaluating ship and personnel; and encompasses CO tasks involved in actually assuming command, including submission of required reports, promulgation of directives, setting up of policies and standards, and making and returning formal calls. Level II tasks are presented in Table 7. There are 56 tasks within this section, or 10% of the Inventory.

e. Task 5.0. Level I task 5.0, "Relinquishes command," encompasses those tasks required in relinquishing command. In many respects, the tasks are the inverse of those in 4.0. The Level II tasks are presented in Table 8. It will be noted that this is the smallest section, with 16 tasks or 3% of the Inventory.

TABLE 7

Level II Tasks Under Section 4.0 of
Amphibious Ship CO Task Inventory

4.0	Assumes command
4.1	Prepares to assume command
4.2	Assumes command
(Total of 56 tasks in section 4.0, or 10% of the tasks in the Inventory)	

TABLE 8

Level II Tasks Under Section 5.0 of
Amphibious Ship CO Task Inventory

5.0	Relinquishes command
5.1	Conducts direct liaison with successor and forwards correspondence and publications as mutually agreed
5.2	Inspects command with successor before transfer is effected
5.3	Delivers to successor all documents required to be kept or supervised by Commanding Officer
5.4	Delivers all magazine and other keys in custody to relief
5.5	Submits all required reports and signs all log books, journals and other documents requiring CO's signature up to date of relief
5.6	Arranges appropriate "Change-of-Command Ceremony"
(Total of 16 tasks in section 5.0, or 3% of the tasks in the Inventory)	

D. Discussion

A barrier to the development of training programs for complex line officer positions has been the absence of a complete list of job tasks. Our demonstration that a task inventory can be developed for as complex a duty as the CO of an amphibious ship means that progress can now be made in improving training for such positions--better learning objectives can be developed and better methods of training in complex planning, monitoring, evaluating, and deciding tasks can be provided.

The task inventory can also be used as a basis for testing to discover the different needs of entering students, permitting more effective individualization of the course.

To bring about such improvements in the PCO/PXO course at the Naval Amphibious School Coronado, the Task Inventory developed in this study is being used with the approval of the Staff of the Commander Amphibious Force, Pacific Fleet (COMPHIBPAC STAFF).

A major concern of COs is that a task inventory will restrict their freedom of action in accomplishing the job tasks. It is stressed that this is not the case. The Task Inventory stipulates what tasks must be done, not how or in what order unless such is stipulated in regulations.

It should be noted, too, that although less than 4% of the tasks in the Inventory deal specifically with offensive/defensive warfare actions a CO should take, this does not imply that only 4% of the training should or will be devoted to tactical warfare training. The amount of training devoted to a task area is a function of its criticality and the difficulty of mastering it, not of the proportion of job tasks in the Inventory.

Were a complete set of task inventories for officer positions available, they could be used to develop a better integrated system of officer training than currently exists. Those developed for the combat information center watch officers on a destroyer (Curran, 1966) and for the CO of an amphibious ship can serve as models for the development of task inventories for the remaining officer duty assignments.

E. Conclusions

1. A task inventory for training purposes can be constructed for a complex, command position.
2. The CO Task Inventory constructed brings together in one well-organized reference the numerous requirements from many sources which affect and regulate the job.
3. With some modification for mission, the Amphibious CO Task Inventory would be applicable to the CO position on other ship types.

F. Recommendations

1. A start toward a much needed integration of the officer training system should be made by developing task inventories for all officer positions, by ship type, by the method developed by NPTRL (Rundquist, 1970).

2. The Amphibious Ship CO Task Inventory should be made the basis for revision of the PCO/PXO course at the Naval Amphibious School Coronado. (This recommendation has been adopted.)

REFERENCES

- Curran, T. E. A Task Inventory for the CICWO on a combatant ship under normal steaming conditions for course design purposes. San Diego: Personnel Research Activity, December 1966.
- Rundquist, E. A. Job training course design and improvement. (2nd ed.) San Diego: Naval Personnel and Training Research Laboratory, September 1970. (Research Report SRR 71-4)

APPENDIX A

TASK INVENTORY FOR COMMANDING OFFICERS OF
AMPHIBIOUS SHIPS

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TASK INVENTORY FOR COMMANDING OFFICERS OF AMPHIBIOUS SHIPS

This Task Inventory was developed to test the applicability of the job task identification step of NPTRL's CDP. Its first use will be to improve the Type Commander Amphibious Command Orientation Course [for prospective commanding officers (PCOs) and prospective executive officers (PXOs)] given at the Naval Amphibious School Coronado. Task Inventories for high level positions are difficult to develop. No pretense is made that this particular one cannot be improved, but it is believed to be substantially correct. As we proceed further with the course improvement process, necessary changes will be made in the Inventory.

The Task Inventory contains job tasks and frequently states how they will be done. It is recognized that there are many options open to a commanding officer. When hows are stated, they represent one option that is acceptable. The hows usually occur with job tasks that are considered particularly critical.

The Task Inventory is organized logically. It does not represent the job situation where many actions requiring the CO's attention are occurring simultaneously.

Effort has been made to keep recurring tasks in general terms so they do not have to be repeated. Such general tasks are further analyzed only when it appeared necessary to identify differences in what can be done in different situations--in port or at sea, during overhaul as opposed to preparing for an operational mission.

- 1.0 Commands operation of amphibious ship.
- 1.1 Reviews plans and procedures necessary to carry out mission and directs changes as required by events.
 - 1.1.1 Reviews organizational plans for the ship to ensure implementation will accomplish assigned mission.
 - 1.1.1.1 Checks to ensure that Executive Officer maintains ship's Master Watch, Quarter and Station Bill IAW Battle Organization Manual, and Ship's Organization and Regulations Manual.
 - 1.1.1.2 Checks to ensure that Department Heads maintain Departmental WQ&S Bills IAW Battle Organization Manual and Ship's Organization and Regulations Manual.
 - 1.1.1.3 Checks to ensure that SWO and Department Heads maintain current Inport/Underway Watch Bills IAW Ship's Organization Manual.
 - 1.1.1.4 Checks to ensure that the Inport/Underway Watch Bills and Watch Quarter and Station Bill are conspicuously posted and compares billet qualification to personnel assigned.
 - 1.1.1.5 Checks periodically to ensure changes required by events have been detected and made.
 - 1.1.2 Directs and reviews plans for at-sea training.
 - 1.1.2.1 Establishes the planning board for training IAW COMPHIBPACINST 5400.32A.
 - 1.1.2.2 Reviews and evaluates the recommended training plans proposed by the planning board to ensure that the proposed training complements the current assignment, that deficient areas are dealt with on a priority basis in the proposed training, and that the training can be accomplished.
 - 1.1.3 Establishes and promulgates ship's operational plans.
 - 1.1.3.1 Reviews pertinent administrative/operational Commander Operations Orders, Contingency Plans and SOPA Instructions to determine ship's operational requirement.

- 1.1.3.2 Directs Executive Officer and Department Head to implement ship's procedures in compliance with pertinent Op Orders and instructions and reviews them for compatability with senior's orders, plans and instructions.
- 1.1.3.3 Directs the Operations Officer to prepare a responsive tickler file with items of administrative situational matters and OOD Folder containing Immediate Operational data and reports.
- 1.2 Directs ship's operation.
- 1.2.1 Directs ship departing berth.
- 1.2.1.1 Directs general preparations or actions necessary for ship departing berth.
- 1.2.1.1.1 Reviews and approves the Officer of the Deck and CIC Watch Lists submitted by the Senior Watch Officer 24 hours prior to U/W time.
- 1.2.1.1.2 Reviews readiness for sea reports submitted from all department heads 24 hours prior to getting U/W.
- 1.2.1.1.3 Ensures that report from navigator indicating main gyro compass has been started a minimum of 24 hours prior to scheduled U/W time is received.
- 1.2.1.1.4 Reviews the corrected charts, showing recommended courses for entire evolution submitted by the Navigator a minimum of 24 hours prior to scheduled U/W time.
- 1.2.1.1.5 Ensures that navigator has obtained services of tugs and pilot.
- 1.2.1.1.6 Orders ship secured for sea.
- 1.2.1.1.7 Directs Executive Officer to set material condition yoke one hour prior to scheduled U/W time.
- 1.2.1.1.8 Requires readiness for sea reports from Departments via OOD.
- 1.2.1.1.9 Ensures that the navigators report concerning the error in the gyro compass repeaters is received prior to U/W time.

- 1.2.1.1.10 Requests permission to get underway in accordance with local directives.
- 1.2.1.1.11 Sets Special Sea Detail.
- 1.2.1.1.12 Approves request for permission to test steering engines, engine order telegraphs, ship's whistle, anchor windlass, emergency alarms and main engines.
- 1.2.1.1.13 Requires a verbal report from OOD when tests have been satisfactorily completed, pier serves disconnected, brow removed, boat boom rigged in, accommodation ladder rigged in, etc.
- 1.2.1.1.14 Maneuvers or supervises maneuvering of ship from berth.
- 1.2.1.1.15 Directs sounding of appropriate whistle signals when departing berth.
- 1.2.1.1.16 Directs that First Lieutenant hoist and secure all boats for sea prior to exiting harbor with due regard to maintaining station in sortie formation.
- 1.2.1.2 Directs special actions necessary when ship is departing from wharf/pier.
- 1.2.1.2.1 Ensures that 24 hour prior to getting U/W the navigator requests brow-removal and services-disconnection.
- 1.2.1.2.2 Orders singling up all lines.
- 1.2.1.2.3 Orders remaining lines taken in in the sequence he determines best under the particular situation, (assumes pilot on board and tug in readiness if required.)
- 1.2.1.3 Directs special actions necessary when departing from anchorage.
- 1.2.1.3.1 Directs First Lieutenant to weigh anchor and make continuous reports until housed.
- 1.2.1.4 Directs and monitors special actions necessary when ship departing from a buoy.
- 1.2.1.4.1 Directs actions of buoy party when unmooring.

- 1.2.1.5 Evaluates performance of special sea and anchor detail in departing berth by evaluating personnel performance, preparation, smartness and smoothness of evolution.
- 1.2.2 Directs ship transiting restricted waters (e.g. leaving/returning to port, canals, intercoastal waterways, rivers, etc.).
- 1.2.2.1 Pilots or closely monitors conning officer in piloting ship through restricted waters.
- 1.2.2.2 Requires navigator to keep himself and Conning Officer continually informed with regards to safe course recommendations conforming to the navigable channel.
- 1.2.2.3 Tacitly approves, for execution, all navigator-provided course changes.
- 1.2.2.4 Directs First Lieutenant to maintain an anchor detail on station and one anchor ready for letting go during transit of restricted waters.
- 1.2.2.5 Directs First Lieutenant to have "chains" manned and to provide the Conning Officer/CO with continuous soundings as requested or directed during transit of restricted waters.
- 1.2.2.6 Requires the navigator to maintain a fathometer watch during restricted water transit and ensures the watch reports at regular intervals for confirmation with navigational plot.
- 1.2.2.7 Boards or discharges pilot in accordance with prior arrangements.
- 1.2.2.8 Requires navigator and CICWO to report when transiting through line of demarkation to and from inland/international Rules of the Road.
- 1.2.2.9 Evaluates the effectiveness of CIC Plotting Team by noting the accuracy of fixes (as compared with visual fixes) and the reliability of conning recommendations to bridge.

- 1.2.2.10 Evaluates the effectiveness of the Navigation Plotting Team by noting the absence of noise, accuracy of fixes (by comparing with CIC), reliability of bearings, and the tendency and ability of team to utilize all navigational equipment available to them.
- 1.2.2.11 Evaluates the effectiveness of the OOD/Conning Team by noting positiveness of control, noise level, individual ability to accurately interpret information and formulate a proper decision, reliability in keeping the CO informed, and ability to maintain a taut and alert watch at all times.
- 1.2.2.12 Directs corrective actions for incorrect or inefficient performance during transiting restricted waters.
- 1.2.2.13 Orders shift of watches from/to special sea detail, regular steaming watch and in-port watches.
- 1.2.2.14 Orders stationing of low visibility piloting team when weather conditions dictate.
- 1.2.3 Directs ship's operations in unrestricted waters.
- 1.2.3.1 Directs ship's operations which are common to all situations in unrestricted waters.
- 1.2.3.1.1 Reviews the schedule of events submitted by planning board for training, evaluates it in terms of present operation and directs Executive Officer to promulgate the approved schedule to crew.
- 1.2.3.1.2 Assesses the OOD performance by noting how he maneuvers and positions ship in accordance with schedule of events, complies with nautical rules of the road, directs the performance of the underway watch, and directs ship's routine in accordance with the Plan of the Day.
- 1.2.3.1.3 Ensures material readiness of ship.
- 1.2.3.1.3.1 Expressly grants permission to secure or activate any main propulsion machinery.
- 1.2.3.1.3.2 Requires an immediate verbal report (from cognizant Department Head) of casualty to any major equipment.
- 1.2.3.1.3.3 Reviews the daily eight o'clock report of status of all ship's equipment and machinery.

- 1.2.3.1.4 Determines logistical status of ship by reviewing the daily written reports of fuel, water, lube oil, feed water, etc., (12 o'clock report) and immediate verbal reports received in the case of any unusual consumption rates, and directs required actions.
- 1.2.3.1.5 Monitors the ship's position.
- 1.2.3.1.5.1 Reviews written navigational reports received at 0800, 1200, and 2000.
- 1.2.3.1.5.2 Periodically compares ship's position with proposed ship's track.
- 1.2.3.1.5.3 When ship is within visual or radar range of land directs that a continuous ship's position pilot is maintained by both navigator and CIC and compares these fixes to evaluate accuracy by periodic referral to charts.
- 1.2.3.1.5.4 Compares navigator's position of ship with fathometer to evaluate possibility of inaccuracy of fixes.
- 1.2.3.1.5.5 Compares celestial fixes to LORAN fixes to evaluate accuracy of fixes.
- 1.2.3.1.5.6 Compares set and drift reported by navigator with anticipated set and drift from pilot charts.
- 1.2.3.1.5.7 Reviews pertinent sailing directions, Pilot Guide and Fleet Guides noting dangers and oceanographic phenomenon (e.g. tides, currents, reefs) anticipated in area which ship is operating.
- 1.2.3.1.6 Promulgates night orders when ship will remain at sea overnight.
- 1.2.3.1.7 Evalutes effectiveness of steaming watches by periodic evaluation of performance and smartness.
- 1.2.3.1.8 When inspecting various departments of the ship, evaluates performance of off watch personnel by noting departmental output, equipment maintenance and casualties, cleanliness and material conditions of assigned spaces, etc.
- 1.2.3.1.9 Directs and evaluates at-sea training.
- 1.2.3.1.9.1 Observes tasks selected for personal, special monitoring (sec 1.1.2.2)

- 1.2.3.1.9.2 Evaluates team training in terms of combat readiness by comparing performance under actual conditions or during exercises with standards of "ideal" performance or exercise reports--in case of observed exercises-- and diagnoses further training requirements.
- 1.2.3.1.9.2.1 Evaluates the effectiveness of the OOD/Conning team by observing the smartness and smoothness of operations while maneuvering the ship, noting positiveness of control, noise level suppression, individual and team performance in assimilating and interpreting accurately information provided and reaching a safe conclusion, capability of the Conning Officer to interpret accurately and comply to maneuvering signals, OOD's attention to safety of ship and personnel, reliability of the individual in keeping CO informed and his ability to maintain a taut, alert watch at all times.
- 1.2.3.1.9.2.2 **Evaluates** the communication department (division) **functions** by its ability to provide rapid, **reliable** and secure visual and electronic communications and to function effectively in the role of coordinating activity for the command.
- 1.2.3.1.9.2.3 Evaluates the operational effectiveness of the engineering department by noting the speed and smoothness with which bridge engine telegraph orders are complied with and its ability to fuel the ship without oil spills or cause other pollution dangers and personnel injuries within time-limits standards expected, the manner in which stations were manned, **absence** of confusion, noise, safety precaution violations, equipment breakdown, and degree of cooperation from working parties provided by other departments.
- 1.2.3.1.9.2.4 Evaluates the damage control function by noting its ability to quickly and effectively meet emergencies and maintain the ships water tight integrity.
- 1.2.3.1.9.2.5 Evaluates the effectiveness of the Deck department by observing its ability to perform ground tackle operations, to react to the unexpected, and to perform its designated functions in the amphibious operation of boat and cargo operations, namely adherence to launching schedules and boating schedules and by its ability to maintain an efficient round the clock loading and unloading operation.
- 1.2.3.1.9.2.6 Evaluates the effectiveness of the weapons functions by observing the smartness and smoothness of manning weapons, the speed and efficiency of training, loading and firing weapons, and the accuracy of fire.

- 1.2.3.1.9.2.7 Evaluates the operational effectiveness of the supply department by noting whether necessary supplies are available when needed and its ability to support a good mess.
- 1.2.3.1.9.2.8 Evaluates the effectiveness of the Air department (if assigned) by noting the departments adherence to schedules, its ability to react speedily and smoothly to unexpected demands, its adherence to safety and security measures and its ability to receive and to refuel helos on short notice.
- 1.2.3.1.9.2.9 Evaluates the medical functions by the speed and efficiency with which it is able to treat casualties.
- 1.2.3.1.9.2.10 Evaluates the effectiveness of the navigation team by observing the team's speed and accuracy in providing necessary information to the OOD.
- 1.2.3.1.9.2.11 Evaluates the performance of the CIC tracking team by its ability to supply command with rapid and accurate course and speed recommendations for maneuvering and appraise the command immediately of critical operational situations.
- 1.2.3.1.9.3 Provides feedback to planning board for training based on observed knowledge of personnel performance.
- 1.2.3.1.9.4 Identifies conflicts with servicing agencies (e.g. Aircraft Gunnery Target Services), and effects necessary liaison.
- 1.2.3.1.9.5 Directs alternate ship events when deviation from planned training schedule becomes necessary.
- 1.2.3.2 Directs ship's operations peculiar to I/S (in addition to 1.2.3.1).
- 1.2.3.2.1 Approves required operational message reports in accordance with pertinent directives by personally releasing messages.
- 1.2.3.2.2 Decides when to terminate training exercises and return to port when on local training operations.

- 1.2.3.3 Directs ship's operations in matters peculiar to Formation Steaming (in addition to 1.2.3.1).
- 1.2.3.3.1 Directs ship's operations which are common to all Formation Steaming situations.
- 1.2.3.3.1.1 Personally maneuvers or closely supervises the Conning Officer in positioning ship in ordered formation -- implied is his personal concurrence in CICWO and OOD maneuvering board solutions.
- 1.2.3.3.1.2 Evaluates the Conning Officer's performance in maintaining assigned station by making frequent bearing and range checks.
- 1.2.3.3.1.3 Ascertains OOD/JOOD readiness to execute emergency procedures by frequent questioning of OOD/JOOD concerning proper corrective actions in the event of hypothetical emergency situations within own ship and/or ships of the formation.
- 1.2.3.3.1.4 Reviews movement directive and correlates with watch organization to ascertain that watch organization is adequate to cope with any anticipated situation.
- 1.2.3.3.1.5 Presides at inter ship brief of key personnel, (Department Heads, Watch Officers, etc.) concerning execution of the directive.
- 1.2.3.3.2 Directs ship's operations in Formation Steaming when not OTC of Formation.
- 1.2.3.3.2.1 Makes operational and administrative reports to OTC in accordance with operating directives.
- 1.2.3.3.2.2 Advises OTC of any degradation of ship's combat readiness or inability to comply with any order.
- 1.2.3.3.2.3 Keeps himself informed of OTC's intentions by reviewing all communications from OTC.
- 1.2.3.3.3 Directs ship's operation in Formation and Formation when OTC.

- 1.2.3.3.3.1 Issues operational directives to all subordinate units (Op Order, letters of instruction, etc.).
- 1.2.3.3.3.2 Keeps subordinate units informed of intentions in amplification of operational directive (e.g. night intentions, etc.).
- 1.2.3.3.3.3 Orders tactical formations, courses and speeds.
- 1.2.3.3.3.4 Orders evasive tactics in accordance with Rules of the Road.
- 1.2.3.3.3.5 Assigns guards (communications, radar, etc.) and directs EMCON conditions.
- 1.2.3.3.3.6 Orders readiness conditions commensurate with tactical or strategic situation.
- 1.2.3.3.3.7 Evaluates administrative and operational reports received from subordinate units.
- 1.2.3.3.3.8 Submits required operational and administrative reports for the unit.
- 1.2.3.3.3.9 Directs tactical training or delegates OCE for specific events to subordinates.
- 1.2.3.3.3.10 Issues orders to subordinate units to detach from formation and proceed independently into port or on duty previously assigned.
- 1.2.3.3.3.11 Evaluates overall performance of own ship and subordinate units and promulgates critique.
- 1.2.3.4 Directs ship's operations in matters peculiar to replenishment operations, in addition to 1.2.3.1.
- 1.2.3.4.1 Directs ship's operations in matters common to all replenishment operations.
- 1.2.3.4.1.1 If not apparent from replenishment schedule, conducts advance liaison with replenishment ship for rendezvous and type of replenishment (UNREP, INREP, VERTREP).
- 1.2.3.4.1.2 Advises replenishment ship of requirements and submits requisitions and requirements.

- 1.2.3.4.1.3 Ensures readiness to store replenishment merchandise (may require pumping of ballast and consolidation of fuel, and stores, etc.).
- 1.2.3.4.1.4 Ensures readiness to receive replenishment items (pre-rigging of receiving station, night lighting, etc.).
- 1.2.3.4.1.5 Coordinates plan for administrative transfers during replenishment (personnel, movies, mail, etc.).
- 1.2.3.4.1.6 Orders stationing of replenishment detail.
- 1.2.3.4.1.7 Personally conns or closely supervises Conning Officer in making approach on replenishment ship, maintaining station alongside, and clearing side of replenishment ship.
- 1.2.3.4.1.8 Monitors communications with replenishment ship from approach until completion of operation (radio, visual, bridge to bridge, etc.).
- 1.2.3.4.1.9 Evaluates performance of personnel during operations by smoothness of the operation, manner in which stations were manned, absence of noise and confusion, adherence to safety precautions, time required to complete evolution, time required to handle lines and hoses, spirit of personnel, and proficiency of watchstanding personnel. Directs immediate corrections of major discrepancies and provides feedback to planning board for training on minor discrepancies.
- 1.2.3.4.1.10 Submits required reports to delivering ship upon completion of operation (includes evaluation of delivering ship).
- 1.2.3.4.2 Directs ship's operations in replenishment when not OTC.
- 1.2.3.4.2.1 Complies with orders and special instructions of OTC.
- 1.2.3.4.3 Directs ship's operations in replenishment and directs replenishment ship's operations when OTC.
- 1.2.3.4.3.1 Develops and issues plan for replenishment operation (includes sequence, life guard ships or helo, includes special instructions such as RADHAZ, etc.).
- 1.2.3.4.3.2 Orders course and speed of replenishment formation.

- 1.2.3.4.3.3 Detaches replenishment unit upon completion of event.
- 1.2.4 Directs ship's operations in all emergency situations.
- 1.2.4.1 Directs offensive/defensive actions of ship during attack.
- 1.2.4.1.1 Orders crew to General Quarters stations.
- 1.2.4.1.2 Personally directs ship's actions from Battle Station.
- 1.2.4.1.2.1 Conns or closely supervises Conning Officer maneuvering the ship.
- 1.2.4.1.2.1.1 Directs evasive ship maneuvers (e.g. turn count masking zig zag, sinuous steering, etc.).
- 1.2.4.1.2.1.2 Directs maneuvers of ship to most effectively engage enemy or evade enemy ordnance (e.g. unmask gun batteries, torpedo evasion, nuclear fallout evasion, etc.).
- 1.2.4.1.2.2. Evaluates information from CIC Evaluator and directs appropriate actions based on this information.
- 1.2.4.1.2.3 Maintains continuous awareness of material conditions of ship through spot reports from main control stations (e.g. engineering control, damage control central, CIC, gunnery control, radio central, etc.).
- 1.2.4.1.2.3.1 Directs repair of battle damage by establishing priorities.
- 1.2.4.1.2.4 Directs and monitors communications.
- 1.2.4.1.2.4.1 Monitors tactical communications.
- 1.2.4.1.2.4.1.1 Directs challenges of suspected shipping.
- 1.2.4.1.2.4.2 Makes appropriate battle reports to seniors.
- 1.2.4.1.2.4.2.1 If not OTC, keeps OTC appraised of any degradation to power, maneuverability or defensive capability of ship.
- 1.2.4.1.2.4.2.2 If OTC, keeps operational commanders informed of situation (of whole formation). (This implies receipt of information from subordinate units.)
- 1.2.4.1.2.5 Directs and monitors control of weaponry.

1.2.4.1.2.6	Directs ship during NBC attack.
1.2.4.1.2.6.1	Orders personnel to take shelter/deep shelter.
1.2.4.1.2.6.2	Monitors survey and decontamination of ship and personnel through direct liaison with DC central.
1.2.4.2	Personally conns or closely supervises Conning Officer in shiphandling emergency situations (e.g. evading contacts, engineering casualties while in formations, etc.).
1.2.4.3	Directs ship's actions during internal emergencies.
1.2.4.3.1	Orders crew to GQ.
1.2.4.3.2	Issues appropriate direction from his own station depending on type of emergency (e.g. fire, flooding, explosion, etc.)
1.2.4.4	Directs ship's operations during heavy weather.
1.2.4.4.1	Orders implementation of ship's heavy weather bill.
1.2.4.5	Directs ship when towing another vessel or being towed.
1.2.4.5.1	Orders stationing of towing detail.
1.2.4.6	Directs ship's operations during boarding and salvage visit and search, and prize crew operations.
1.2.4.6.1	Orders implementation of appropriate phase of boarding and salvage, visit and search, and prize crew operations.
1.2.4.7	Directs ship's operations during man overboard.
1.2.4.7.1	Conns or closely supervises Conning Officer in maneuvering ship to recover man overboard.
1.2.4.7.2	Orders method of recovery of man overboard (shipboard, boat, or helo).

- 1.2.4.8 Directs ship's operations during rescue and assistance.
- 1.2.4.8.1 Conns or closely supervises Conning Officer during rescue and assistance operations.
- 1.2.4.8.2 Directs implementation of rescue and assistance bill.
- 1.2.4.9 Directs ship's operations when necessary to execute emergency destruction procedures. (Assumes that ship is already at GQ.)
- 1.2.4.9.1 Orders implementation of ship's emergency destruction bill.
- 1.2.4.10 Directs ship's operation during abandon/scuttling ship evolutions.
- 1.2.4.10.1 Orders implementation of ship's abandon/scuttling ship bills.
- 1.2.5 Directs ship's operations during entry to port.
- 1.2.5.1 Provides port authority with logistical requirements at least 48 hours prior to entering port.
- 1.2.5.2 Directs ship's transit of restricted waters as in section 1.2.2.
- 1.2.5.3 Requests permission to enter port in accordance with port directives.
- 1.2.5.4 Directs ship's operations in taking assigned berth.
- 1.2.5.4.1 Directs/monitors ship operations if berth is a wharf/pier.
- 1.2.5.4.1.1 Personally conns or closely supervises Conning Officer (may be pilot) in maneuvering ship to berth.
- 1.2.5.4.1.2 Directs or closely supervises officer directing tugs assisting ship in maneuvering ship into berth.
- 1.2.5.4.1.3 Directs First Lieutenant in positioning of lines, brow, etc.
- 1.2.5.4.1.4 Orders securing of engineering propulsion plant.
- 1.2.5.4.1.5 Issues orders to Engineering Officer pertaining to shore services required.

- 1.2.5.4.1.6 Orders shift from special sea detail to in-port watch organization.
- 1.2.5.4.2 Directs/monitors ship's operations if berth is buoy.
 - 1.2.5.4.2.1 Directs lowering of boat and placement of buoy party on buoy.
 - 1.2.5.4.2.2 Personally maneuvers or closely supervises Conning Officer or pilot in mooring to buoy.
 - 1.2.5.4.2.3 Directs or closely supervises officer directing tugs assisting ship in maneuvering to buoy.
 - 1.2.5.4.2.4 Orders securing of engineering propulsion plant.
 - 1.2.5.4.2.5 Directs shift from special sea detail to inport watch organization.
 - 1.2.5.4.2.6 Provides guidance to Executive Officer on boating requirements.
- 1.2.5.4.3 Directs or monitors ship's operations if berth is an anchorage.
 - 1.2.5.4.3.1 Personally conns or closely supervises Conning Officer (may be pilot) in ship's approach to anchorage.
 - 1.2.5.4.3.2 If not conning ship, approves navigator's recommendations to let anchor go.
 - 1.2.5.4.3.3 Directs First Lieutenant to submit continual reports to conn on anchor (chain).
 - 1.2.5.4.3.4 Provides decision on scope of chain to be let out.
 - 1.2.5.4.3.5 Orders securing of engineering propulsion plant.
 - 1.2.5.4.3.6 Directs shift from special sea detail to in port watch organization.
 - 1.2.5.4.3.7 Provides guidance to Executive Officer concerning boating requirements.
- 1.3 Commands ship in an amphibious assault.
 - 1.3.1 Directs planning in preparation for amphibious operation.
 - 1.3.1.1 Personally attends preoperation briefings conducted by seniors.

- 1.3.1.2 Reviews operation order for the amphibious assault.
- 1.3.1.3 Identifies specific training and briefings to be conducted in support of amphibious operations.
- 1.3.1.3.1 Directs Executive Officer and Department Heads to prepare and deliver briefing on own portion of Op Order, in order to identify any possible problem area, (e.g. comm officer comment on capability to activate all circuits required by comm plan), and to comment on ability of department to support operation order.
- 1.3.1.3.1.1 Resolves any areas of conflict between departments (e.g. two evolutions calling for simultaneous execution for which same personnel are committed to both).
- 1.3.1.3.2 Directs operations officer to prepare comprehensive briefing for entire ship on ship involvement in entire amphibious operation.
- 1.3.1.3.3 Reviews the planning board for training's proposed training schedule in direct support of amphibious operations to ensure inclusion of required training.
- 1.3.1.3.4 Reviews schedule of events as means of identifying areas overlooked (e.g. schedule of events should cover entire operation).
- 1.3.1.3.5 Conducts periodic conferences with Executive Officer and Department Heads to ensure planning for operation is progressing satisfactorily.
- 1.3.2 Directs embarkation and movement to AOA.
- 1.3.2.1 Embarks troops and equipment in accordance with Op Order.
- 1.3.2.1.1 Monitors troop and crew relations to preclude any interservice animosities.
- 1.3.2.2 Commands operation of ship's movement to amphibious operation area as in section 1.2.
- 1.3.2.3 Closely observes and evaluates training of crew and embarked troops (debarkation drills, etc.).
- 1.3.3 Positions ship in amphibious operation area.

- 1.3.3.1 When in proximity of amphibious objective area and when ordered, detaches from formation and proceeds to assigned assault station.
- 1.3.3.2 Directs appropriate readiness condition commensurate with tactical and strategic situation.
- 1.3.3.3 Proceeds to anchorage or area assigned as directed by operation order as in section 1.2.5.4.3.1 through 1.2.5.4.3.7.
- 1.3.4 Directs ship in amphibious assault.
- 1.3.4.1 Orders appropriate readiness conditions throughout amphibious assault.
- 1.3.4.2 Keeps himself informed of progress of the assault at all times.
- 1.3.4.2.1 Releases all outgoing messages and selects critical ones for his review.
- 1.3.4.2.2 Reviews all incoming message traffic for necessary action.
- 1.3.4.2.3 Directs Executive Officer and Department Heads to make continuous verbal situation reports.
- 1.3.4.2.4 Observes progress of amphibious assault on own and other ships and compares to schedule of events.
- 1.3.4.3 Evaluates and monitors performance of ship throughout assault.
- 1.3.4.3.1 Closely monitors and evaluates the performance of the OOD throughout the amphibious assault.
- 1.3.4.3.2 Monitors and evaluates the performance of the Navigation Department throughout the amphibious assault.
- 1.3.4.3.2.1 Directs navigator to maintain a continuous plot of the ship's position while ship is underway in the amphibious operation area, and to continuously ascertain the ship's position by all means available while anchored to ensure anchor is not dragging.
- 1.3.4.3.2.2 Requires navigator to provide course change recommendations and distance to anchorage, operating station/area if unit is to remain underway, or to beach (in the case of an LST).
- 1.3.4.3.3 Monitors and evaluates the performance of the operations department throughout the amphibious assault.

- 1.3.4.3.3.1 Reviews the submission of recurring and situational reports by comparing reports required by Op Order to reports actually released.
- 1.3.4.3.3.2 Evaluates the performance of the CIC team in their duties inherent from the type of amphibious operation (such as PCS) by comparing periodic situation reports received from operation officer with schedule of events specified by Op Order.
- 1.3.4.3.3.2.1 Evaluates the performance of CIC in meeting navigational responsibilities, as in section 1.2.
- 1.3.4.3.3.3 Evaluates the performance of the communications division (or department) through their ability to maintain all circuits and visual communications as required by Op Order, periodic situational reports from operations (communications) officer, backlog of outgoing traffic, routing time for incoming messages, and ability to provide space and equipment to embarked units (such as TACLOG).
- 1.3.4.3.4 Evaluates the air department (if assigned) throughout amphibious assault.
- 1.3.4.3.4.1 Determines the air departments effectiveness to meet all Op Order commitments, by the efficiency and rapidity of handling all unexpected commitments, and by its ability to keep A/C flying.
- 1.3.4.3.5 Evaluates the performance of the Deck Department throughout the amphibious assault.
- 1.3.4.3.5.1 Assesses the effectiveness of the Deck Department in it's ability to meet all Op Order commitments relative to boating, boat crews, launching and loading schedules, and in its ability to maintain an efficient round the clock loading and unloading operation.
- 1.3.4.3.5.1.1 Assesses the effectiveness of the weapons department by observing it's ability to obtain sufficient personnel from other departments to man ship's guns and provide limited self protection.
- 1.3.4.3.6 Evaluates the performance of the engineering department throughout the amphibious assault.

- 1.3.4.3.6.1 Assesses the engineering department's effectiveness by it's ability to meet all Op Order commitments, ensure the ship's arrival at destination, provide for all power requirements imposed by the amphibious operation, maintain boats in an up status, and provide DC protection from attack.
- 1.3.4.3.7 Evaluates the performance of the Supply Department throughout the amphibious assault.
- 1.3.4.3.7.1 Assesses the Supply Department's effectiveness by it's ability to support the Operation Order (e.g. battle messing, around the clock food service, clothing changes for boat crews, provide ship service functions, etc.).
- 1.3.4.3.8 Evaluates Medical Department's effectiveness by observing efficiency of casualty evaluation and the effectiveness of crew in resorting to First Aid.
- 1.3.5 Directs backloading after amphibous assault.
- 1.3.5.1 When directed and scheduled by CATF requires Ops Officer commence controlling backloading operations.
- 1.3.5.1.1 Directs Executive Officer to ensure that all ammunition and explosives are turned into magazines and armories by back loaded troops.
- 1.3.6 Upon completion of amphibious operation directs return to port or directs proceed as previously directed (as in section 1.2).
- 1.3.7 Evaluates the amphibious operation.
- 1.3.7.1 Evaluates amphibious operation from an "overall" viewpoint.
- 1.3.7.1.1 Identifies weakness both as own ship's contribution to overall exercise and weaknesses in other unit's support/ coordination as it affected own ship. Inputs will include personal observations, reports from subordinates, and post exercise critique.
- 1.3.7.1.2 Identifies weaknesses internal to own ship. Inputs will include personal observations, reports from subordinates, criticisms from superiors and inability to comply with any portion of Op Order.
- 1.3.7.2 Directs corrective action of any weaknesses noted in section 1.3.7.1. Actions would include reorganization, feedback to planning board for training, revised planning procedures, etc.

- 2.0 Maintains combat readiness.
- 2.1 Maintains operational readiness.
 - 2.1.1 Ensures that ship is effectively organized to carry out it's mission.
 - 2.1.1.1 Ensures that only qualified personnel are assigned respective billets. Personally assigns officers to billets (except when ordered by BUPERS for a specific billet). Maintains close liaison with BUPERS regarding officer assignments and requirements by personal correspondence, ensuring current LORTARPS are submitted, ensuring accuracy of ODCR and advising of specialized training required prior to reporting. Personally assigns officers and senior petty officers collateral duties. Monitors the quantity and assignment of enlisted personnel by the 1080-14 and reports from the ship's Personnel Officer, Executive Officer and Department Heads. Directs individual on-the-job training when necessary.
 - 2.1.1.2 Supervises the underway watch assignments by specifically setting policy on watch qualifications and manning, personally qualifying OODs and CICWO's and reviewing underway watch bills submitted by Department Heads. Directs on-the-job training when required.
 - 2.1.1.3 Supervises the in port watch assignments by specifically setting policy on watch qualifications and manning, personally qualifying CDO's and OOD's, and reviewing in port watch bills submitted by Department Heads. Directs on-the-job training when necessary.
 - 2.1.1.4 Ensures that a plan, bill or detailed procedure exists for all possible evolutions and situations not included in standard U/W or I/P watch responsibilities and that personnel are aware of their responsibilities.
 - 2.1.2 Maintains ship's plans for operational and emergency situations.
 - 2.1.2.1 Reviews quarterly and annual employment schedules to ensure inclusion of required events (e.g. RAV, ISE, Admin Inspection, SVCS, LV/UPK, etc).
 - 2.1.2.1.1 Ensures notional number assignments are available to import CDO'S and underway OODs.
 - 2.1.2.1.2 Ensures that the training schedule proposed by the planning board for training is compatible with employment schedule, meets training needs for upcoming evolutions and provides training in areas of critical weaknesses noted.

- 2.1.2.2 Reviews operations orders, plans and contingency plans of senior commanders and determines own ship's responsibility in the execution of these documents (e.g.; SAR Procedures, emergency sortie, etc.). Ensures that cognizant personnel are aware of these responsibilities.
- 2.1.2.3 Reviews plans, bills and detailed procedures for defensive and offensive actions of a combat nature (e.g.; General Quarters, conditions II and III watches).
- 2.1.2.4 Reviews plans, bills, and detailed procedures for all possible emergency situations and conducts evaluative exercises, including:
- Heavy weather
 - Emergency destruction
 - Towing
 - Rescue and assistance
 - Repel boarders
 - In port emergency
 - NBC defense
 - Assistance to civil authorities
 - Collision
 - Abandon ship
 - Man overboard
 - Scuttle ship
 - Landing party
 - Visit and Search, Boarding and Salvage and Prize crew
 - Anti-swimmer attack
- 2.1.2.5 Reviews plans, bills and detailed procedures for situations that bear on combat readiness but are not emergencies (e.g. boating bill).
- 2.1.2.6 Directs and evaluates training in deficient areas, giving particular attention to training which may be required in support of existing or anticipated operations.
- 2.1.3 Directs training to ensure that the ship remains combat ready for general war, limited war, and for the many contingencies of cold war.
- 2.1.3.1 Ensures that long range training plans reflect adherence to and complement the training cycle and training and competitive years IAW PHIBATREAD. Training cycle:
- Months 1 - 3 - overhaul
 - Months 3 - 6 RFS, RFT, PHIBRFT
 - Months 7 - 21 1/2 - Operations
 - Months 21 1/2 - 24 - INTERIM upkeep period or overhaul, and RFS, INT RFT AND PHIBRFT.
 - Months 24 - 39 - Operations.

- 2.1.3.1.1 Monitors scheduling, conduct and evaluation of training as it affects operational readiness through close personal liaison with the Planning Board for Training.
- 2.1.3.1.1.1 Monitors individual, billet and watchstander training.
- 2.1.3.1.1.1.1 Arranges personnel training required prior to reporting on board. In the case of officer personnel advises BUPERS via LORTARP or personal correspondence of enroute training required. In the case of enlisted personnel advises EPDOPAC or BUPERS, as appropriate, of enroute training required.
- 2.1.3.1.1.1.2 Reviews and approves schedules for individual training required for performance in specific billets. Includes required schools as listed in PHIBATREAD.
- 2.1.3.1.1.1.3 Reviews and approves schedules for individual training required for performance and qualification as a watchstander.
- 2.1.3.1.1.1.4 Personally schedules and directs billet training for personnel that report directly to him (i.e.; executive officer and department heads).
- 2.1.3.1.1.2 Monitors team training.
- 2.1.3.1.1.2.1 Approves schedules for off ship team training.
- 2.1.3.1.1.2.2 Approves schedules for on board ship training to insure that the maximum training utilization is made of time available within employment schedule and scheduled operations, that every opportunity is taken to conduct inter-ship exercises and that provisions are made for evaluating performance.
- 2.1.3.1.1.2.3 Ensures that the schedule for team training includes training in formal watchstanding performance Battle Stations and emergency situations (as in 2.1.2.4).
- 2.1.4 Evaluates operational readiness and directs corrective action in areas requiring improvement. This may involve changes in training schedules, requests for availabilities, disciplinary actions, or other appropriate action.

- 2.1.4.1 Personally instructs and guides key subordinates in principles and methods of evaluation and observes their performance; also directs that these immediate subordinates in turn train their key personnel in evaluation principles and methods. Emphasizes importance of feedback in order that corrective action may be taken.
- 2.1.4.1.1 Requires that all evaluations be critiqued in presence of maximum participants and lesson learned promulgated ASAP and recorded for future practice.
- 2.1.4.2 Utilizes ships standing in competitive exercises as an evaluation vehicle (PHIBATREAD refers).
- 2.1.4.2.1 Compares exercise and inspection results conducted in current training cycle with those of previous training cycle.
- 2.1.4.3 Uses ship's OPSTAT report as an evaluation tool.
- 2.1.4.4 Evaluates operational readiness of departments and teams.
- 2.1.4.4.1 Evaluates effectiveness of ship's OOD training program by discussion with those newly qualified and by the increase in duties for which an officer has become qualified.
- 2.1.4.4.2 Evaluates the readiness of the navigation efforts of the command by its ability to provide all necessary charts, aids to navigation and other navigation factors which relate to the ships current or expected operations.
- 2.1.4.4.3 Evaluates the operations/communications functions of the Command by its ability to maintain electronic equipment in operating condition, maintain crypto, RPS and COMTAC publications in a secure, corrected, and up-to-date condition, and maintain Op Orders corrected and at hand for any contingency.
- 2.1.4.4.4 Evaluates the readiness of the Deck Department by observing its ability to maintain a clean, rust-free ship and keep machinery in operating condition.

- 2.1.4.4.4.1 Evaluates the readiness of the Weapons organization by observing the condition of gun mounts and crews (proper battle dress and helmets), condition of magazine flooding systems, condition of projectile hoists and all hydraulic systems, write-up of exercises and exercise reports.
- 2.1.4.4.5 Evaluates the readiness of the Engineering and Damage Control organization by observing the former's ability to maintain it's equipment in operating condition, or if broken down its ability to effect repairs, maintain it's spaces in good state of repair; and the latter's readiness and ability to keep the ship-saving equipment operational in the highest professional manner, and to train the ship's D.C. organization to do the job.
- 2.1.4.4.6 Evaluates the readiness of the command's supply efforts by appraising the ship's ability to cope with unscheduled missions without last minute hasty supply activity, closely monitoring the Food Service Activity to ensure "yours" is the best mess afloat, noting the presence or absence of friction between the Supply Department and other departments, noting the absence or presence of customer appeal of the "Ship Service Activities". Careful appraisal of the disbursing functions will have a strong effect on crew's morale.
- 2.1.4.4.7 Evaluates the readiness of the Air Department (if assigned) by noting that department's ability to keep "Birds" flying and equipment operating.
- 2.1.4.4.8 Evaluates the Medical Functions of the Command by noting the responsiveness to crew's needs and comfort, ability to keep crew well and in "fighting shape", training in First Aid, VD-prevention, drug awareness training provided the crew, rapport existing between corpsmen and crew members, and it's ability to keep the command informed on crew's health and other medical matters.

- 2.1.4.5 Evaluates operational readiness through reports from seniors and subordinates.
- 2.1.4.6 Evaluates operational readiness by comparing own ship's performance to the performance of other ships of the same type.
- 2.1.4.7 Evaluates operational readiness by comparing the actual tasks officers are performing in comparison to the responsibilities inherent in the respective billets as specified in U. S. Navy Regulations.
- 2.1.4.8 Continuously evaluates work load on key subordinates to ensure equitable distribution and ensure that key subordinates evaluate work load of their subordinate personnel.
- 2.2 Maintains material readiness.
 - 2.2.1 Ensures the careful preventive maintenance, repair, replacement and tests which will enable all compartments, equipment and machinery of the ship to fulfill their designed purpose.
 - 2.2.1.1 Directs ship's maintenance at the organization level and specifies policies and standards for maintenance.
 - 2.2.1.1.1 Monitors the maintenance of all installed equipment, machinery, and systems by aggressively implementing the 3-M system IAW OPNAV 43P2.
 - 2.2.1.1.1.1 Monitors the 3-M system by close liaison with the ship's 3-M coordinator and Department Heads, inspecting cyclic, quarterly and weekly schedules; noting on weekly material inspections that work is shown as being accomplished on weekly schedule, and spot checking random maintenance actions that have been conducted as completed to see in fact that they have been completed, reviews each new CSMP printout received to ensure that it includes items previously noted (such as inclusion of required alterations, field changes, ORDALTS, AERs, hull repairs beyond capability of ship's force, etc.); and random questioning of subordinate personnel at all levels to ascertain their understanding of the system.
 - 2.2.1.1.2 Schedules, conducts and monitors material inspections.

- 2.2.1.1.2.1 Personally conducts a weekly material (zone) inspection, noting cleanliness, maintenance, preservation, safety hazards, and habitability of ship spaces and equipment. Ensures that detailed report of this inspection is distributed to all personnel ASAP after the inspection. Directs an aggressive time frame oriented correction of discrepancies noted. (This report will be referred to in future inspections as an on-the-spot method of evaluating corrective actions taken.)
- 2.2.1.1.2.2 Directs that material inspections of a formal or informal nature be conducted by subordinate personnel, e.g. daily messing and berthing inspection by Executive Officer, daily tours of spaces by Division Officers, frequent inspections of berthing spaces by MAA, weekly inspections of damage control equipment by Damage Control Petty Officers, etc.
- 2.2.1.1.2.3 Closely monitors the preparation, conduct and results of material inspection conducted by outside activities (e.g. INSURV, the material portion of ADMIN inspection, TYCOM material inspections, etc.) and directs an aggressive follow up on correction of discrepancies.
- 2.2.1.1.2.4 Routinely visually inspects ship for appearance and preservation of sides and weatherdecks, Irish Pennants, and other unseamanlike conditions.
- 2.2.1.1.3 Monitors training as it affects material readiness of ship.
- 2.2.1.1.3.1 Conducts close liaison with the planning board for training in scheduling of ships schools in specific equipment maintenance and procedures (e.g. boiler fuel water test school, 3-M school, "C" school, etc.).
- 2.2.1.1.3.2 Conducts close liaison with planning board for training in scheduling and conducting on board training as it affects material readiness (e.g. OJT, general training of crew in setting material conditions, etc.).
- 2.2.1.1.4 Keeps informed concerning the correction of casualties that degrade the operational readiness of the ship, (CASREPTS, C-2 level or below on OPSTATS).

- 2.2.1.1.5 Schedules events during operating periods for maintenance or tests required to maintain material readiness (e.g. runs degaussing range, swings ship for magnetic compass calibration, compiles tactical data, etc.).
- 2.2.1.2 Directs ship's maintenance at the intermediate levels (maintenance performed by afloat repair ships and specialized shore board repair activities manned by Navy personnel).
- 2.2.1.2.1 Directs planning for the maintenance availability.
- 2.2.1.2.1.1 Monitors preparation of work requests and personally approves work requests.
- 2.2.1.2.1.1.1 Ensures that work requests include items from the CSMP, casualties, and habitability items within the capability of the servicing activity.
- 2.2.1.2.1.2 Conducts advance liaison with servicing activity.
- 2.2.1.2.1.2.1 Ascertains necessity of off loading fuel, stores or ammunition to accomplish work requested.
- 2.2.1.2.1.2.2 Ascertains location of ship during availability and services available (e.g. if tender availability will ship be alongside?).
- 2.2.1.2.1.2.3 Determines materials ship will be required to supply during availability (e.g. parts to overhaul equipment, etc.).
- 2.2.1.2.2 Monitors the availability.
- 2.2.1.2.2.1 Authorizes only work on equipment/machinery that can be accomplished and tested prior to completion of availability.
- 2.2.1.2.2.2 Monitors progress of work being performed.
- 2.2.1.2.2.2.1 Requires ship's Engineering Officer to prepare a chart listing all repair requests approved by reviewing activity and update chart at least daily indicating percentage of each job completion.
- 2.2.1.2.2.2.2 Maintains close liaison with repair activity's ship superintendent and own ship Engineering Officer regarding progress and special problems encountered.

- 2.2.1.2.2.2.3 Personally attends arrival and departure conferences if scheduled by servicing activity.
- 2.2.1.2.2.3 Monitors services to crew by servicing activity in the case of a tender availability (e.g. small stores, dental care, Xrays, annual physicals, snack bars, etc.).
- 2.2.1.2.2.4 Reviews ship's force maintenance for conflicts with work being conducted by servicing activity.
- 2.2.1.2.2.5 Ensures that all work completed is tested where possible at earliest opportunity to preclude a required extension of the availability to correct work already accomplished.
- 2.2.1.2.3 Monitors intermediate level maintenance in situations where only minor work is undertaken by outside servicing facilities (e.g. MOTU, CRF, or tender or DATC ship to shop availability assigned for one specific job).
- 2.2.1.2.3.1 Maintains close liaison with ship's Engineering Officer and Department Head concerned on the progress of the repairs.
- 2.2.1.3 Directs ship's maintenance at the depot level (ship yards).
- 2.2.1.3.1 Develops an overhaul time-oriented plan commencing nine months prior to overhaul IAW PACFLT Regs.
- 2.2.1.3.1.1 Ensures overhaul plan includes equipment validation to commence upon receipt of validation aids from applicable Inventory Control Points (ICP) as follows:
- a. Commences hull, mechanical, electrical, electronic and ordnance validation 240 days prior to regular overhaul.
 - b. Submits corrected copy of the ship armament inventory list (SAIL) 210 days prior to regular overhaul to NAVORDSYSCOMD marked "Prior to Overhaul Report."
 - c. Completes validation of hull, mechanical, electrical electronic and ordnance equipment.
- 2.2.1.3.1.2 Reviews extracts from "The Tentative Fleet Modernization Plan for Accomplishment During Fiscal Year _____", six months prior to the beginning of the Fiscal Year in which the overhaul is scheduled.

2.2.1.3.1.3

Reviews listing of authorized ORDALTS received from NAVORDSYSCOM HQ about five months prior to commencement of overhaul. Within two weeks after receipt submits to the Type Commander, for review and further dissemination to NAVORDSYSCOM HQ and the shipyard:

1. A list of those ORDALTS authorized for accomplishment which have previously been completed,
2. Information concerning the availability of any ORDALT material already on board the ship.

2.2.1.3.1.4

Reviews list of authorized alterations received from NAVSHIPSYSCOM about four months prior to start of overhaul. After review forwards the following information by airmail speedletter to the Type Commander for review and for further dissemination to NAVSHIPSYSCOM and the shipyard:

1. Alterations listed which have already been completed.
2. Alterations which are partially completed, stating for each what work has been done.
3. Alteration material already on board the ship.
4. Alterations listed which are not applicable, and why.
5. Related alterations which are not authorized but may be required to permit accomplishment of the authorized alterations.
6. Requests for additional alterations.
(If the review of NAVSHIPSYSCOM list of authorized alterations indicates a necessity for additional alterations, the Type Commander shall immediately inform NAVSHIPSYSCOM, with a copy to the shipyard.)

2.2.1.3.1.5

Monitors preparation and approves following items submitted to Type Commander 75 days prior to regular overhaul.

- a. Work requests.
- b. Integrated listing of all work requests.
- c. List of ship's Force Work to be accomplished during the regular overhaul.
- d. List of material required for ship's force work for which Type Commander funds.
- e. Requests for new equipment maintenance training by the Naval Shipyard or Repair Facility if applicable.

Note: Work requests for supplementary items can be submitted at any time prior to completion of overhaul.

- 2.2.1.3.1.6 Hosts preoverhaul ship inspection by the Navy Shipyard SUPSHIP and a conference aboard ship attended by CO, SUPSHIP, Squadron and Type Commander representative 60 days prior to regular overhaul for final determination of work to be accomplished.
- 2.2.1.3.1.7 Hosts prospective bidders for the regular overhaul contract 30 days prior to commencement of the overhaul.
- 2.2.1.3.1.8 When advised, informs ship's company of name and location of shipyard or overhaul contractor.
- 2.2.1.3.1.9 Monitors and develops plans concerning personnel through overhaul period.
- 2.2.1.3.1.9.1 Appoints and trains ship's inspectors IAW PACFLT Regs.
- 2.2.1.3.1.9.2 Reviews plans to ensure inclusion of all ship messing and berthing requirements for both officers and enlisted personnel during overhaul.
- 2.2.1.3.1.9.3 Reviews personnel assignment plans to ensure no conflict exists in TAD requirements (mess cooks, radiomen, signalmen, Shore Patrol, SOAP teams), leave schedule, required ship's force tasks, and required off ship training.
- 2.2.1.3.1.10 Reviews plans to ensure modification of inport watch organization to include additional security and special watches (e.g. fire watches) throughout overhaul.
- 2.2.1.3.1.11 Reviews plans to ensure inclusion of off load of stores, fuel, and ammunition and transit to ship yard.
- 2.2.1.3.2 Directs logistics off load in preparation for overhaul.
- 2.2.1.3.2.1 Directs off-loading ammunition and supplies and makes preparations for movement to the Shipyard in time to arrive the day prior to commencement of the overhaul ensuring the following:
- a. Off-loading of ammunition at the depot serving the area where the shipyard is located.
 - b. Emptiness of those fuel tanks where work is to be performed.
 - c. Ballast off-loaded at sea prior to arrival.
 - d. Fuel off-loaded.
 - e. Drum and bunk storage gasoline off-loaded.

- 2.2.1.3.3 Monitors the overhaul.
- 2.2.1.3.3.1 Maintains close liaison with overhauling agency (through Ship's Superintendent) and ship's Engineering Officer.
- 2.2.1.3.1.1.1 Requires Engineering Officer to establish and maintain a daily schedule for monitoring progress of ship yard work.
- 2.2.1.3.3.1.2 Attends weekly progress conferences hosted by overhauling activity or District Industrial Manager.
- 2.2.1.3.3.1.3 Requires Department Heads to establish and maintain a ship's force work list on a time frame basis.
- 2.2.1.3.3.1.3.1 Requires Department Heads to make an immediate verbal report where ship force work falls behind schedule or problem areas develop.
- 2.2.1.3.3.1.4 Requires Ship's Superintendent and Engineering Officer to make an immediate verbal report when work is behind schedule or problem areas develop.
- 2.2.1.3.3.2 Inspects crew's habitability conditions during overhaul to ensure that they are not subjected to unnecessary discomfort (e.g. disconnection of heat, ventilation, night chipping crews, etc.).
- 2.2.1.3.3.3 Monitors inspections and tests of shipyard work.
- 2.2.1.3.3.3.1 Ensures that each job is inspected and equipment tested ASAP upon completion. Requires an immediate report from ship's superintendent and engineering officer in every case upon discovery of unsatisfactory work and initiates corrective action IAW PACFLT Regs.
- 2.2.1.3.3.3.2 Ensures scheduling arrangements and conduct of dock trials prior to completion of overhaul.
- 2.2.1.3.3.4 Monitors at sea post repair trials IAW PACFLT Regs.
- 2.2.1.3.4 Monitors/directs the RFS period following completion of overhaul. This period is devoted to:
1. Loading ammunition and supplies.
 2. Fueling
 3. Degaussing, deperming, calibration and alignment of electronic equipment
 4. Cleaning, painting and stowage of gear for sea.

- 2.2.1.3.5 Initiates/monitors post overhaul reports IAW PACFLT Regs and Type Commander's directives.
- 2.2.2 Evaluates ship's material readiness.
- 2.2.2.1 Evaluates the ship's material readiness from a pragmatic point of view--is the ship capable of carrying out it's assigned mission?
- 2.2.2.2 Evaluates ship's materail readiness through inspections and reports.
- 2.2.2.2.1 Conducts weekly material zone inspection and evaluates damage control integrity, preservation, cleanliness, 3-M program, adherence to good engineering practices safety hazards, etc.
- 2.2.2.2.2 Evaluates material readiness through reports of inspections conducted by outside activities (e.g., INSURV, engineering portion of ADMIN Inspection, ORI inspection as it relates to the material condition of the ship, TYCOM electronic inspections, Squadron material inspections, TYCOM 3-M inspections, etc.).
- 2.2.2.3 Evaluates material readiness by locally originated reports (e.g., CASREPTS, OPSTATS, etc.).
- 2.2.2.4 Evaluates material readiness by comparison to other ships in squadron and ships of the same class.
- 2.2.2.5 Evaluates material readiness in terms of designed performance parameters (e.g., ability to conduct full power and economy trials).
- 2.2.2.6 Evaluates ship's ability to perform for sustained periods of time; specifically is ship able to operate from scheduled availability to scheduled availability at optimum readiness?
- 2.2.2.7 Evaluates availability and overhaul periods to determine if ship derived maximum benefits. Specifically, were all objectives met, were job orders complete so that supplementaty job orders to cover ommissions were kept to a minimum, was the quality of the work IAW specifications and good engineering practices, and the work accomplished within planned financial estimates of time?
- 2.2.2.8 Reviews daily eight o'clock report from Department Heads to ascertain readiness of their respective departments.

- 2.3 Maintains logistical readiness.
- 2.3.1 Closely checks on the administration of the ship's operating target.
- 2.3.2 Ensures ship's readiness to take on supplies via UNREP, INREP, BOATREP, VERT REP. Utilizes these methods of replenishment wherever possible.
- 2.3.3 Monitors levels of spare parts, consumables, provisions, POL, and ammunition IAW directives of operational and administrative commanders.
- 2.3.4 Evaluates ship's logistical readiness and orders corrective action when necessary. Corrective action may involve training of personnel, ordering of appropriate logistics, requests to BUPERS or EPDOPAC for trained personnel of required pay grade, etc.

- 3.0 Directs the general administration of the ship.
- 3.1 Monitors Personnel Administration.
 - 3.1.1 Monitors the receipt, transfer, and reenlistment of personnel.
 - 3.1.1.1 Maintains direct liaison with personnel distribution agencies (BUPERS and EPDOPAC) and advises them when manning levels are low or of requirements for specially trained personnel.
 - 3.1.1.2 When practicable, corresponds directly with personnel in receipt of orders, welcoming them to ship and advising general employment schedule. In the case of married personnel, designates host family.
 - 3.1.1.3 Reviews (through XO) indoctrination program for new personnel.
 - 3.1.1.4 Personally interviews each person reporting aboard and departing ship.
 - 3.1.1.5 In the case of personnel retiring, reviews the planning and officiates at retirement ceremony.
 - 3.1.1.6 Personally conducts reenlistment ceremony.
 - 3.1.2 Monitors the personnel administrative policies and functions.
 - 3.1.2.1 Promotes Pers-P concepts within ship's personnel office. (Emphasis is on individual treatment.)
 - 3.1.2.2 Monitors crew/troop relations.
 - 3.1.2.2.1 Indoctrinates crew in crew/troop relations while embarked (e.g., pilferage of Landing Force equipment forbidden--highly pilferable items are bayonets, "C" rations, inflatable mattresses).
 - 3.1.2.2.2 Establishes close personal liaison with embarked troop commander to acquaint him with command policy, the responsibilities of embarked troops and privileges extended them, and to establish a reliable two-way communication with troops.
 - 3.1.2.3 Ensures counseling services are available and personally ensures crew is informed of own availability to provide guidance.

- 3.1.2.3.1 Requires members of command be informed of procedures for requesting, and their right to appear at "Request mast."
- 3.1.2.4 Ensures verification of personnel records upon reporting, detaching, and annually as of 1 September.
- 3.1.2.5 Monitors personnel safety and safety programs.
- 3.1.2.5.1 Requires continuous alertness that personnel are not permitted aloft or over-the-side unless all required safety precautions have been taken.
- 3.1.2.6 Monitors the maintenance of personnel accounting records (diaries, ODCR, 1080-14, etc.).
- 3.1.3 Maintains discipline.
- 3.1.3.1 Ensures that NJP cases be brought before CO expeditiously.
- 3.1.3.1.1 Requires that service records and charge sheet be provided for CO's review prior to convening of mast.
- 3.1.3.1.2 Requires XO establish procedures to comply with command policy advising defendants of rights under Art 32, UCMJ prior MAST/NJP; including new JAG criteria that shipboard defendant may request special court martial vice NJP.
- 3.1.3.2 Awards court martial for all acts by crew members that are prejudicial to good order and discipline beyond the jurisdiction of NJP, and requires that they be brought to speedy trial.
- 3.1.3.3 Monitors the enforcement of ship's procedures and directives (i.e., Plan of the Day, Ship's Regulations, etc.).
- 3.1.3.3.1 Approves Executive Officer's choice of Chief Master-at-Arms.
- 3.1.3.3.2 Constantly observes the methods used in directing personnel. Maintains awareness to detect inadequate leadership methods.

- 3.1.4 Controls awards through appointed "Awards Board." Personally acts on the recommendations of the awards board and (1) approves recommendations (and issues letters of commendation), (2) forwards to higher authority, or (3) disapproves/modifies recommendations.
- 3.1.4.1 Includes "Commendatory Mast" as an integral part of personnel inspections, and uses such occasions for awarding medals, letters of commendations and certificates of promotion.
- 3.1.5 Monitors evaluations and promotions of subordinates.
- 3.1.5.1 Personally originates fitness reports for XO, Approves/revises and signs fitness reports on officers below XO level.
- 3.1.5.2 Approves/revises and signs evaluations on E-5 and above.
- 3.1.5.3 Endorses and forwards (if concurring) letters of officer's promotion when authorized by BUPERS.
- 3.1.5.4 Approves recommendations for advancement in rating (as recommended by enlisted examining board) and signs request for requisition of examination. Monitors qualification program to ensure that personnel recommended for advancement have met established requirements. Issues advancement certificates to personnel rated by BUPERS (if personnel remain eligible and if concurring).
- 3.1.6 Monitors training related to the individual (as opposed to training that relates to combat readiness).
- 3.1.6.1 Ensures command education program includes providing and using information on: (1) Conduct in foreign ports, (2) VD, (3) Security, (4) Mail Safety, (5) Reenlistment, (6) Drug Abuse, (7) Conduct Ashore, (8) Code of Conduct, (9) Geneva Convention, (10) Career Guidance.
- 3.1.6.2 Ensures that junior officer journals are maintained by all JO's assigned.
- 3.1.6.3 Personally directs the command leadership training program and participates in a portion of lectures and discussions with both officers and petty officers.
- 3.1.7 Ensures that a comprehensive career planning program is available to all personnel by monitoring departmental programs.

- 3.1.7.1 Appoints and maintains close liaison with enlisted career counselor and ensures that program is fully implemented in accordance with current NAVOP and BUPERS instructions.
- 3.1.7.2 Provides personal counseling and career planning to officer personnel in accordance with current NAVOP and BUPERS instructions.
- 3.1.7.3 Personally conducts or arranges career appraisal presentations to dependents in accordance with NAVOP and BUPERS directives.
- 3.1.8 Monitors the job assignment of officer and enlisted personnel.
- 3.1.9 Maintains smartness of ship's company by conducting frequent personnel inspections to ensure they maintain traditional smart appearance. This implies follow-through in correction of discrepancies.
- 3.1.10 Establishes command leave policy balancing the goals of career requirements and minimum loss of annual leave by ship's personnel against ship's capability to meet all commitments in accordance with current NAVOP and BUPERS directives.
- 3.1.11 Establishes command liberty policy, balancing the goal of maximum liberty against sufficient personnel on board to cope with any emergency in accordance with current NAVOP and BUPERS directives.
- 3.1.12 Evaluates effectiveness of ship's departments administrative functions through discussions with XO and by personal observation of departments and directs corrective actions in areas requiring improvement.
 - 3.1.12.1 Assesses each department's career management plan, noting the thoroughness of the training program, the use of available school quotas, and methods used in encouragement of qualified enlisted personnel to seek advancement.
 - 3.1.12.2 Assesses each departments record keeping, ensuring that all department maintained records are kept up to date, clean, accurate, concise and done in accordance with ship's and other pertinent instructions.

- 3.1.12.3 Assesses each department's effectiveness in keeping assigned spaces and equipment in proper condition, noting cleanliness, freedom from dust and corrosion and operational status of equipment.
- 3.1.12.4 Assesses how well each department maintains discipline, noting the frequency of men receiving punishment and the effectiveness of the department in handling its own problems.
- 3.1.12.5 Assesses how well department heads keep their men informed, by noting whether detailed briefs are prepared and presented to all officers and men outlining assigned tasks and noting whether men are kept informed by "passing the word."
- 3.2 Ensures proper morale of ship is maintained.
- 3.2.1 Keeps crew informed by every means possible, including Plan of the Day, personally addressing the crew, bulletin boards, etc.
- 3.2.2 Monitors recreation program through recreation council and recreation committee.
- 3.2.3 Promotes ship's esprit d'corps (e.g., encourages athletic teams for both inter- and intra-ship competition).
- 3.2.4 Continually monitors locally issued directives and eliminates "chicken" directives.
- 3.2.5 Ensures maximum promotional opportunities are available.
- 3.2.6 Projects a consistent, fair, firm, dedicated and professional image and encourages subordinates to do the same.
- 3.2.7 Ensures total personal commitment to the crew's welfare (e.g., personally samples crew's mess periodically, provides maximum habitability, etc.).
- 3.2.7.1 Requires all officers and petty officers in the Chain of Command to be indoctrinated at frequent intervals on their responsibilities for the welfare of their subordinates.
- 3.2.8 Publicly recognizes superior performance.

- 3.2.9 Encourages teamwork. ("We" not "I.")
- 3.2.10 Promotes pride in ship among crew (includes maintaining a smart appearing and operating ship).
- 3.2.11 Takes an active interest in the welfare of dependents and takes every opportunity to include them in events (family cruises, open invitations to attend movies, guests for holiday meals, etc).
- 3.3 Monitors hotel services.
 - 3.3.1 **Assesses** Food Service efficiency, appearance, quality, and quantity of rations served by random unannounced visits to mess deck and by sampling a representative ration.
 - 3.3.1.1 Requires the OOD to sample output of crew's mess for all meals. Requires written evaluation submitted with eight o'clock reports.
 - 3.3.1.2 Ensures opportunity for crew members to assist in menu planning. Ensures menu includes two entrees where a significant portion of the crew dislikes one entree (e.g., liver).
 - 3.3.1.3 Requires the medical department to plan and conduct daily inspections of all food handling personnel and a weekly sanitation inspection of food preparation, dining and storage areas.
 - 3.3.1.4 Monitors wardroom mess to ensure adherence to tradition and etiquette.
 - 3.3.2 Monitors disbursing services. Ensures each man is advised (preferably by card) of the pay, allowances, deductions and net pay. Monitors the conduct of actual pay days to ensure that pay periods are conducted with maximum efficiency. Where possible, provides optional check, cash or combination. Reviews procedures for special pay. Ensures accounting is prompt in cases of extra pay due to personnel, (LEAVRATS, travel pay, per diem, increase in pay due to advancement, longevity, registering and stopping of allotment, etc).
 - 3.3.3 Monitors ship's store operations by ensuring store is open to crew at frequent intervals and that inventory adequately reflects crew's needs and desires.

- 3.3.4 Monitors operation of barber shop by frequent checks of quality of hair cuts and availability of barbers to ensure that every man has opportunity to have hair cut on board.
- 3.3.5 Monitors operation of laundry for frequent laundry service, quality of service, negative loss of clothing, minimal damage to clothing through excessive use of bleaching agents, scorching, etc.
- 3.3.6 Inspects crew's berthing spaces for cleanliness, bedding, lighting, operable head and shower facilities, over-crowding, ventilation, etc.
 - 3.3.6.1 Requires XO to make daily inspection of messing and berthing spaces.
 - 3.3.6.2 Requires medical department to plan and conduct weekly sanitation inspections of all living spaces.
- 3.3.7 Monitors medical and dental services provided to crew.
- 3.3.8 Ensures that religious services are available to crew. If no chaplain is assigned, appoints lay leader to conduct services at sea and arranges for availability of chaplain to crew members while ship is in port. Ensures Type Commander Chaplain has a complete roster of dependent personnel while ship is deployed.
- 3.3.9 Monitors habitability of ship. Ensures recreation room, writing and study areas, TV viewing facilities, and library facilities are made available to the crew where feasible.
 - 3.3.9.1 Appoints habitability board consisting of both officer and enlisted personnel.
- 3.4 Monitors ship's administrative office functions.
 - 3.4.1 Monitors the submission of recurring and situation reports required by operational and administrative commanders.
 - 3.4.1.1 Ensures existence of a tickler system for required reports.
 - 3.4.2 Monitors required audits (e.g., registered publications, welfare and recreation fund, postal accounts, disbursing officers cash, etc.) through reports submitted by audit boards appointed by the Commanding Officer.

- 3.4.3 Assesses the maintenance of required ship's records by personal inspection and inspection reports (ADMIN Inspection, PMS inspections, etc.)
- 3.4.4 Monitors the routing and action taken on incoming correspondence. Personally signs outgoing correspondence except in areas delegated to XO/Department Heads.
- 3.4.5 Monitors the routing and action taken on incoming messages. (Personally checks the routing on each message, and releases outgoing messages.)
- 3.4.6 Ensures the effective maintenance of the directives system (activities external to ship) through personal inspection and inspection reports.
- 3.4.7 Monitors the ship's directive system by issuing instructions and notices and directing their updating.
- 3.5 Monitors public affairs program.
- 3.5.1 Designates a Public Affairs Officer and maintains close liaison to promote a favorable image of the ship in both civilian and military communities.
- 3.5.1.1 Maintains a civilian family relationship through the use of family-grams.
- 3.5.1.2 Releases or forwards news stories of special accomplishments of ship and/or individuals.
- 3.5.1.2.1 Ensures updated roster is submitted to Fleet Home Town Newscenter and that supporting news stories on individuals submitted at every opportunity.
- 3.5.1.3 Ensures that a proper "Navy Image" is projected by crew and officers in civilian community by observing dress and actions of crew when going on liberty, reviewing shore patrol reports and ensuring corrective actions are taken where needed.
- 3.6 Evaluates ship's internal administrative organization from a management point of view to ensure that the ship's administration is functioning effectively and efficiently and directs corrective action.

- 4.0 Assumes command.
- 4.1 Prepares to assume command.
 - 4.1.1 Commences liaison, familiarization, and self study upon receipt of orders (while at previous duty station).
 - 4.1.1.1 Determines ships mission from NWIP-11-20C and relates this mission to the goals of the Navy.
 - 4.1.1.2 Conducts liaison with ship's current commanding officer and requests that he forward:
 - (1) Copy of ship's tactical data
 - (2) Copy of ship's characteristic card
 - (3) Copy of Ship's Armament Inventory Listing (SAIL)
 - (4) Copy of ship's 4110 (Electronics Installation)
 - (5) Copy of Ship's organization and Regulations Manual
 - (6) Copy of Ship's Battle Organization Manual
 - (7) Copy of Ship's Loading Characteristics Pamphlet
 - (8) Copy of ODCR
 - (9) Copy of 1080-14
 - (10) Brief of ship's Employment Schedule
 - 4.1.1.2.1 Plans and executes self study program including
 - (1) Data forwarded by ship's current Commanding Officer (4.1.1.2)
 - (2) Operational publications, e.g., NWP's, ATPs, Fleet and Type Commander's Op-Orders and Plans, and (3) ship handling.
 - 4.1.1.2.1.1 Determines and Reviews
 - (1) Ship's characteristics (from tactical data)
 - (2) Ship's engineering plant installation (from ship's characteristics card)
 - (3) Ship's fuel and water capacities
 - (4) Characteristics of installed ordnance (from SAIL)
 - (5) Characteristics of installed electronics (from 4110)
 - (6) Personnel allowances (from ODCR and 1080-14)
 - (7) Characteristics of boats in inventory.
 - (8) Ship's troop and cargo capacities (from SLCP)
 - (9) External Organization of ship (from PACFLT Organization)
 - (10) Internal Organization of Ship (from SORM)

- 4.1.1.3 Conducts liaison with schools scheduled by orders to determine curriculum and arrange any specialized training required.
- 4.1.2 Attends schools enroute to command.
- 4.1.2.1 Attends Damage Control Training course.
- 4.1.2.2 Attends Type Commander School.
- 4.1.2.2.1 Receives following mandatory training and briefings.
 - (1) Underway time on class of ship to which assigned.
 - (2) TyCom visit and biref (all major sections)
 - (3) EPDOPAC visit and brief
 - (4) PMS Training
 - (5) Emergency ship handling
 - (6) Ship handling Trainer
 - (7) COMPHIBTRAPAC Briefing
- 4.1.2.2.2 Receives optional training dependent on areas of weakness and time available.
- 4.1.3 Prepares to relieve as Commanding Officer.
- 4.1.3.1 Inspects command prior to relieving IAW Navy Regulations and COMPHIBPAC Booklet for Prospective Commanding Officers.
- 4.1.3.1.1 Observes the crew in general and emergency drills IAW Navy Regulations and COMPHIBPAC Booklet for Prospective Commanding Officers.
- 4.1.3.1.2 Conducts a thorough material inspection in company with Commanding Officer being relieved IAW COMPHIBPAC Booklet for Prospective Commanding Officers.
- 4.1.3.1.3 Examines the 3-M installation.
- 4.1.3.1.4 Reviews pertinent ship's records that assist in appraising the overall condition of the ship including:
 - (1) Last docking report
 - (2) Folder on last yard overhaul
 - (3) CASREPT file
 - (4) Ship's CSMP
 - (5) Reports of competitive exercises and engineering trials.
 - (6) Latest inspection reports (ORI, Admin, Insurv, ASI, Welfare and Recreation) noting results and status of correction of discrepancies.

- 4.1.3.1.5 Examines the major areas of ship's administration IAW COMPHIBPAC Booklet for Prospective Commanding Officers.
- 4.1.3.1.6 Ascertains the condition of each department through a briefing from each department head which includes
- (1) Personnel status
 - (2) Condition of equipment and machinery
 - (3) Level of training
 - (4) Quantity and condition of equipage
 - (5) Problem areas
- 4.1.3.1.7 Reviews both the underway and inport watch organization.
- 4.1.3.1.7.1 Consults with Senior Watch Officer to ascertain policy concerning qualifications, assignment of watches, and duties.
- 4.1.3.1.7.2 Determines what "cold iron" procedure is being carried out.
- 4.1.3.1.7.3 Determines which officers are fully qualified to get the ship underway without CO or XO supervision.
- 4.1.3.1.7.4 Determines special qualifications of officers and key enlisted personnel.
- 4.1.3.1.7.4.1 Determines which officers are qualified as:
- (1) OOD (independent)
 - (2) OOD (formation)
 - (3) CICWO
 - (4) CWO
 - (5) Crypto Board Members
- 4.1.3.1.7.4.2 Determines which enlisted personnel are qualified as:
- (1) JOOD Underway
 - (2) Assistant Navigators
 - (3) CICWO
 - (4) CWO
 - (5) Crypto Board Members
- 4.1.3.1.8 Examines adequacy of services available to the crew.
- 4.1.3.1.9 Examines ship's training program.
- 4.1.3.1.9.1 Ascertains that a systematic training program exists and determines adequacy of training program from this check list:

- a. Are objectives stated clearly?
- b. Are methods appropriate to nature of objectives, e.g., lectures not used to teach people how to do something?
- c. Are the results systematically evaluated, and used to improve the training?

- 4.1.3.1.10 Determines status of master keys for ship and methods used to enter spaces by duty personnel in emergency situations after hours.
- 4.1.3.2 Makes judgment on the morale of the command.
- 4.1.3.3 Obtains vital information from predecessor prior to assuming command.
- 4.1.3.3.1 Obtains an original or copy of all unexecuted orders.
- 4.1.3.3.2 Ascertains any promises made to crew or individuals.
- 4.1.3.3.3 Determines predecessors policies on
- (1) Ship handling and qualifying of OOD and CDO
 - (2) Executive functions
 - (3) Officers and enlisted leave
 - (4) Duty sections and duty officer
 - (5) Uniform (at sea and in port)
 - (6) Personnel, material, and lower deck inspections
 - (7) Discipline
 - (8) Menus and galleys
 - (9) Dissemination of information to crew
 - (10) Public Affairs Officer matters
 - (11) Educational services
 - (12) Improvement of morale
- 4.1.3.4 Determines future schedules for employment, training and leave.
- 4.2 Assumes command.
- 4.2.1 Submits required reports in conjunction with assuming command.
- 4.2.1.1 Submits transfer of command report required by Art. 0739, U.S. Navy Regulations.
- 4.2.1.1.1 Reports sight inventory (by Ser NRC(S)) of censorship stamp(s).
- 4.2.1.2 Submits OPSTAT report required by CINCPACFLTINST 03500.12 series.

- 4.2.1.3 Submits OPNAV Report 5000.1 by letter as required by COMPHIBPACINST 5000.1 series.
- 4.2.1.4 Submits current biography and photograph to Fleet, Type, Squadron and Division Commanders.
- 4.2.2 Promulgates directives and correspondence in conjunction with assuming command.
- 4.2.2.1 Prepares and issues directive maintaining present ship's instructions and notices in effect (until cancelled or superceded) immediately upon relieving.
- 4.2.2.2 Prepares and issues standing orders prior to getting underway for night operations.
- 4.2.2.3 Reissues letters assigning officers (and selected enlisted) primary and collateral duties.
- 4.2.2.3.1 Reappoints in writing:
- (1) Top Secret Control Officer
 - (2) Cryptographic Security Officer
 - (3) Crypto Board (with an authorization to enter crypto center)
 - (4) Witnessing officer and alternate for RPS destruction
 - (5) Officers authorized to use special handling key lists.
 - (6) Authorization to draw RPS publications
 - (7) RPS custodian and alternate
- 4.2.2.4 Reissue OOD qualification letters (as soon as satisfied as to qualification).
- 4.2.3 Advises key personnel of policies/standards
- 4.2.4 Makes and receives formal calls.
- 4.2.4.1 Makes arrangements for and conducts formal calls on seniors.
- 4.2.4.2 Advises other ship's officers (through executive officer) as to when "at home" for formal calls.
- 4.2.4.3 Receives return calls from seniors and makes return calls on juniors.

- 5.0 Relinquishes command.
- 5.1 Conducts direct liaison with successor and forwards correspondence and publications as mutually agreed.
- 5.2 Inspects command with successor before transfer is effected.
 - 5.2.1 Exercises crew at general and emergency drills in presence of successor.
 - 5.2.2 Makes ship's key personnel available to successor to brief him on their areas of responsibility.
 - 5.2.3 Briefs successor on defects and peculiarities of the command.
- 5.3 Delivers to successor all documents required to be kept or supervised by Commanding Officer.
- 5.4 Delivers all magazine and other keys in custody to relief.
- 5.5 Submits all required reports and signs all log books, journals, and other documents requiring CO's signature up to the date of relief.
 - 5.5.1 Submits fitness reports on all officers.
 - 5.5.2 Signs deck log.
 - 5.5.3 Signs engineering logs.
 - 5.5.4 Arranges and conducts required audits and inventories.
 - 5.5.4.1 Executes with his relief a transfer-of-command inventory of all registered publications charged to the command.
 - 5.5.4.2 Delivers to relief a current audit of postal accounts and effects.
- 5.6 Arranges appropriate "Change-of-Command Ceremony."

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